UNITED NATIONS

EP

Governing Council of the United Nations Environment Programme

Distr.
GENERAL

UNEP/GC.19/Inf.3
8 October 1996

ORIGINAL: ENGLISH

Nineteenth session
Nairobi, 27 January - 7 February 1997
Item 6 of the provisional agenda*

PROGRAMME MATTERS

In-depth evaluation of the programme on environment: report on the implementation of the recommendations

Report of the Executive Director

Summary

The Committee for Programme and Coordination (CPC), at its thirty-fourth session, recommended that an in-depth evaluation of the programme on environment be prepared for its consideration in 1995. The evaluation report was prepared by the Office of Internal Oversight Services (OIOS) and was presented by CPC to the Governing Council of the United Nations Environment Programme (UNEP) at its eighteenth session. In its decision 18/5, the Governing Council requested the Executive Director to consider and take appropriate action on the recommendations in the OIOS report entitled "In-depth evaluation of the programme on environment." Governing Council decision 18/5 also requested the Executive Director to take due consideration of the conclusions and recommendations of CPC as contained in its draft report.

UNEP is implementing the recommendations of the in-depth evaluation report and has submitted two progress reports to OIOS. The actions taken by UNEP in response to this in-depth evaluation are summarized in the present report. To assist the Governing Council in reviewing this report, the recommendations have been incorporated into the body of the report.

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Suggested action by the Governing Council

The Governing Council may wish to take note of the report.

IMPLEMENTATION OF THE IN-DEPTH EVALUATION RECOMMENDATIONS

Recommendation 1. Catalytic role of UNEP in emerging environmental issues:

"UNEP should, in its catalytic role in emerging environmental issues, draw to a greater extent on the contributions of the United Nations system and of the international scientific and other professional communities, to ensure that problems of wide international significance receive appropriate and adequate consideration by Governments, through the Governing Council and other bodies."

1. The UNEP programme of work for 1996-1997 demonstrates that the organization has strengthened its consultative processes with other agencies and communities. A lack of resources in many agencies, however, has led to the reduction of collaborative efforts in some areas.

2. UNEP has engaged in numerous collaboration agreements with United Nations agencies, including:

(a) May 1994 agreement with United Nations Development Programme (UNDP) on international information exchange;

(b) December 1995 agreement between UNEP, UNDP and the Central American Commission on Environment and Development (CCAD);

(c) Work with the United Nations Centre for Human Settlements (UNCHS) (Habitat) on the UNEP/Habitat Sustainable Cities Programme;

(d) Global Programme of Action for the Protection of the Marine Environment from Land-based Activities; and

(e) Establishment of the Inter-Organization Programme for the Sound Management of Chemicals, with the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the United Nations Industrial Development Organization (UNIDO) and the Organisation for Economic Cooperation and Development (OECD).

3. Partnership and collaboration with other organizations and communities:

(a) Assisting Rwanda to address the issue of environmental damage;

(b) Preparing a strategic action plan for post-emergency rehabilitation and reconstruction in the African Great Lakes region;

(c) Establishing an Environmental Unit in the Relief Coordination Branch of the Department of Humanitarian Affairs (DHA) in Geneva;

(d) Developing an international legal instrument on prior informed consent relating to the international trade in certain hazardous chemicals;

(e) Working with the new Plant Genetic Resources Committee of the Consultative Group on International Agricultural Research (CGIAR);

(f) Hosting regional and subregional consultations between government-designated experts and industry to consider draft international technical guidelines for safety in biotechnology and related capacity-building requirements;

(g) Confirming with the World Conservation Union (IUCN), by an agreement signed in March 1995, strengthened cooperation in resource conservation and sustainable development;

(h) Organizing consultations between UNEP, the United Nations University (UNU), the Economic and Social Commission for Asia and the Pacific (ESCAP), IUCN and the National University of Singapore, following which the National University of Singapore set up the Asia and the Pacific Law Centre for Environmental Law. UNEP, UNU, IUCN and other agencies will collaborate and contribute to legal training and information dissemination in the region;

(i) continuing the Global Environment Outlook network of collaborating centres;

(j) Implementing and ratifying the United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa, in the Latin American and Caribbean region;

(k) Establishing a collaboration strategy for the Latin American and Caribbean region with agencies of the United Nations;

(l) Carrying out consultations to establish joint actions to address health, air and water quality issues in Latin America and the Caribbean;

(m) strengthening the national capacities of Latin American and Caribbean countries to apply economic policies and instruments with a view to achieving environmentally sound and sustainable development;

(n) Working with the private sector to attract capital for environmental investment. UNEP has also launched a Banking Advisory Group and an Insurance Steering Committee, resulting in the Banking Statement on the Environment and the Insurance Statement of commitment to the environment, as well as ongoing efforts to make the statements operational;

(o) Developing a Global Environmental Citizenship initiative by working with organizations of major groups and selected partners on strategies for involving civil society in environmental decision-making and activities;

(p) Finding ways to finance cleaner production and cleaner technology, through the Industry and Environment Office (UNEP/IE) in Paris; and

(q) Developing a cooperation agreement with the Smithsonian Institute and organizing with the Institute a meeting of experts to review the emerging issue of endocrine disruptors.

Recommendation 2. UNEP coordination of environmental programmes within the United Nations system:

"(a) UNEP should coordinate, under the guidance of the Governing Council, environmental programmes within the United Nations system in partnership with the relevant units in agencies and programmes in a manner conducive to other institutions assuming greater operational and financial responsibility;

"(b) Coordination at the programmatic level within UNEP should be the responsibility of individual programme managers for each area of Agenda 21; they should maintain a continuous dialogue with their counterparts in the United Nations system, keeping the state of the environment and the effectiveness of United Nations environmental programmes under review; mechanisms for influencing other organizations at the programme level, such as the Earthwatch secretariat and the UNEP/Department of Humanitarian Affairs joint unit on environmental emergencies, should be utilized more systematically;

"(c) Coordination of environmental programme at the policy level should be carried out under the arrangements made to follow up the United Nations Conference on Environment and Development (UNCED); the necessary additional consultations with organizations within or outside the United Nations system should be carried out on an ad hoc basis."

4. New coordination arrangements in the field of environment were proposed by the Executive Director of UNEP to the executive heads within the United Nations system. As a result, the UNEP Inter-Agency Environment Coordination Group (IAEG) met for the first time in Geneva, from 31 October to 1 November 1994. General agreement was achieved on the potential usefulness of a flexible coordinating mechanism on environmental matters. IAEG is expected to facilitate the catalytic and coordinating role of UNEP and to complement and reinforce the more regular coordination activities at the programme manager level. IAEG has already agreed on a UNEP proposal to develop a strategy document to succeed the system-wide medium-term environment programme for the period 1990-1995. IAEG also met informally in April 1996 and formally in July 1996 in New York and agreed on the modalities for the preparation of the system-wide environmental strategy document and on the topic of the ACC report to the UNEP Governing Council.

5. UNEP has introduced the Results Model concept in its management system, which empowers programme managers to be fully responsible for the preparation, implementation and management of their work programmes. This recommendation continues to be implemented through the UNEP integrated programme of work for 1996-1997. Programme coordination has been enhanced by the establishment in March 1996 of the Programme Coordination Committee (PCC). PCC is a formal UNEP mechanism that monitors the implementation of the programme of work. The appointment of the Managing Director in February 1996 has further enhanced coordination and integration of the programme.

Recommendation 3. Programmed UNEP activities:

> "The Executive Director should, within her authority to adjust the apportionments for each budget line by 20 per cent, redeploy resources for the Environment Fund programme during each biennium to address emerging issues for which no other institution has established mandates, recognized expertise or delivery capacity. The resources for the reallocations should be redeployed from those activities where other institutions have developed expertise and capacity to deliver or additional funding from other sources besides the Environment Fund have been secured. The reallocations should be done in consultation with the institutions concerned."

6. During the process of developing the 1996-1997 programme of work, the Executive Director decided on the allocation of resources to the various priority areas, ensuring that emerging issues were recognized. The scope for redeployment of resources has been significantly reduced, however, by the severe financial constraints.

Recommendation 4. Credible scientific assessments:

> "In its convenor capacity, UNEP should promote credible scientific assessments through independent expert groups; programmes agreed upon as a result of these assessments should receive governmental guidance and support as in the case of the Intergovernmental Forum on Chemical Safety."

7. In addition to the international cooperative assessment framework (consisting of networks of collaborating institutions promoting credible scientific assessment), UNEP is also implementing this recommendation by convening various expert groups to assist with a range of scientific issues. One of the main scientific assessments produced by UNEP in 1995 is the Global Biodiversity Assessment, acclaimed as a landmark assessment by the World Scientific Community. The first report in the biennial Global Environment Outlook series will provide a global overview of major regional environmental priority concerns.

Recommendation 5. Coordination of environmental assessment within UNEP:

> "The coordinator of the UNEP environmental assessment subprogramme should also coordinate activities related to assessment throughout UNEP and make recommendations on joint programming of assessment activities for the consideration of the Executive Director."

8. The Division of Environmental Information and Assessment of UNEP was established to coordinate all major assessments in the 1996-1997 programme of work. As a result of the current financial situation, available resources only enable the Division to coordinate specific global assessments, such as the Global Environment Outlook and the World Resources report, and to provide inputs to other sectoral assessments undertaken within UNEP. The achievement of this recommendation will therefore take some time to implement fully.

Recommendation 6. Discontinuation of superseded UNEP information services:

> "Specialized databases and services currently established within UNEP which have been superseded by services offered in other institutions, such as some services with IRPTC, should be discontinued; in such cases, UNEP should redirect queries and provide any other minimal assistance needed."

9. The UNEP information services have been combined into one subprogramme area. The focus of specialized databases, such as the Global Resource Information Database (GRID), the International Referral System for Sources of Environmental Information (INFOTERRA) and the International Register of Potentially Toxic Chemicals (IRPTC), is shifting towards the provision of meta-data, in addition to providing access to unique specialized databases and services. In this context, UNEP is identifying which specialized databases and services have been superseded by services in other institutes. Duplication will be avoided through the establishment of a network of databases.

Recommendation 7. Access to scientific data:

> "UNEP should promote through Earthwatch a global policy of enhanced availability, within the framework of United Nations mandated programmes, of existing environmental data at the national or international levels so as to facilitate the delivery of environmental management tools intended for country decision makers."

10. UNEP has established a global network of regional assessment collaborating centres which provide support to informal decision-making at national, regional and global levels. These multidisciplinary centres further network with sectoral centres of excellence in the regions and link up with the UNEP GRID nodes and the Environment and Natural Resource Information Network (ENRIN).

11. In addition, the integration of the UNEP information services, along with the creation of a cooperative assessment framework of national, subregional and regional institutions through the ENRIN programme, are further enhanced by the Earthwatch system-wide coordination activities between UNEP and partner agencies.

Recommendation 8. National capacities for state of the environment information:

> "UNEP should promote through Earthwatch enhancement of national capacities to collect state of the environment information and to use it at the national level for decision-making; such plans should include public participation in data collection efforts and should ensure scientific validity and proper quality control."

12. In 1994-1995, UNEP initiated activities to assist developing countries and countries with economies in transition in building state of the environment assessment, reporting and database management capacities. The recommendation is further implemented through the 1996-1997 programme of work of the Division of Environmental Information and Assessment and also through

the Global Environment Monitoring System (GEMS), GRID, INFOTERRA and ENRIN programmes, which continue to work closely together in the development of national capacities. Additionally, UNEP recently published, in cooperation with the Netherlands National Institute of Public Health and Environmental Protection (RIVM) and Environment Canada, a state of the environment sourcebook to assist national Governments. The endeavour is part of a long-term programme to attain the goal of Agenda 21, chapter 40.

Recommendation 9. A common set of indicators:

> "In support of the work of the Inter-Agency Committee on Sustainable Development Task Manager for Development Watch, UNEP should ensure that Earthwatch assists countries in developing and adopting a common set of indicators for sustainable development to be used in policy-making and environmental management at the national and international levels; a practical initial set of aggregated indicators that Governments can use in their reporting should be ready for the 1997 overview of Agenda 21 by the Commission on Sustainable Development."

13. This recommendation is being implemented through cooperation between UNEP and the Department for Policy Coordination and Sustainable Development in the development and dissemination of indicators for sustainable development. UNEP also works with the World Bank, the Scientific Committee on Problems of the Environment (SCOPE) and the United Nations Statistical Division (UNSTAT). Further consultations are continuing with developing countries to ensure that their perspectives are represented. All these efforts and initiatives are ongoing and will continue to form part of UNEP activities.

Recommendation 10. Facilitating the coordination of international environmental agreements:

> "UNEP should facilitate, within its mandate, the coordinating functions arising from the increasing number of international legal agreements on the environment with the relevant international organizations in the following areas: (a) development of international law; (b) enforcement of treaties; and (c) formulation and implementation of national legislation. It should do so by convening meetings, providing support services and exchanging information between the organizations and intergovernmental bodies involved. The goal of such UNEP activity should be to facilitate common planning and avoid duplication, taking into account the work and recommendations of the Commission on Sustainable Development."

14. Implementation of this recommendation is well under way. Specific results include: activities in developing national and institutional environmental law aimed at sustainable development, run by the Environmental Law and Institutions Programme Activity Centre (ELI/PAC), the UNEP/UNDP joint project on environmental law and institutions in Africa, the agreement with IUCN and the 1994 Lusaka Agreement on Cooperative Enforcement Operations Directed at Illegal Trade in Wild Fauna and Flora. In addition, UNEP promotes and coordinates convention secretariats, convenes and facilitates expert meetings, such as the expert group on liability and compensation for environmental damage, and prepares studies.

Recommendation 11. A comprehensive database on national and international environmental law:

> "The mandated development of a comprehensive database on national and international environmental law, and of related user services, should be implemented without duplicating services already well developed in other organizations. The partnership between UNEP and the IUCN Environmental Law Centre should be strengthened, the IUCN database should be used as the core archival system for environmental law and UNEP should provide IUCN with the necessary support to enable adequate maintenance and further development, in particular to satisfy UNEP requirements. UNEP should concentrate its resources on developing services to users and partners."

15. This recommendation is being implemented through the UNEP environmental law database project and its partnership with IUCN. At a meeting of the UNEP/IUCN Joint Technical Working Group in Bonn, Germany, in February 1996, it was agreed to integrate the environmental law information held by the two organizations. Tests are being conducted in the process of transferring data from the one organization to the other.

Recommendation 12. Support services to convention secretariats:

> "UNEP should provide adequate support services to those convention secretariats it administers. UNEP could assist in obtaining additional funding for secretariats to implement national projects where their expertise is required. In carrying out its responsibility as administrator of convention secretariats, UNEP should ensure that, for example, work programmes are implemented and that this is done in an economical manner in conformity with decisions of the parties. To carry out these tasks, UNEP should establish a support unit with the required administrative and substantive capacity; this unit should also liaise with other secretariats of international environmental agreements to advance the implementation of Agenda 21 mandates regarding environmental law and to avoid duplication of support services."

16. UNEP provides administrative support to the environmental convention secretariats it administers as well as some strategic scientific support to a few environmental convention secretariats. In accordance with the mandate and responsibilities conferred on it by Agenda 21, UNEP promotes coordination and cooperation with and among the environmental conventions, through the organization of meetings that assist in coordination between convention secretariats.

17. With the participation and support of the United Nations Framework Convention on Climate Change, UNEP will convene an international conference on the topic of activities implemented jointly (AIJ). A regional meeting has already been held in Europe and another will be convened jointly by UNEP and the Earth Council in October 1996, in San Jose, Costa Rica.

18. UNEP provides strategic scientific and administrative support to the secretariats of environmental conventions on a continuous basis. In particular, a senior officer was seconded from UNEP to the Secretariat of the

Convention on Biological Diversity. In addition, a meeting of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Standing Committee was held in Bern, Switzerland, in June 1996 to review, inter alia, the relationship between CITES and UNEP. UNEP is planning to hold an intergovernmental workshop in January 1997 on the relationship between the Convention on Biological Diversity and other international conventions on related issues. A UNEP workshop was held in April 1996 in Washington, on the linkages between climate change and biological diversity.

19. UNEP promotes safety in biotechnology and, as a follow-up to some of the actions called for in Chapter 16 of Agenda 21 and in support of the work undertaken by the Conference of the Parties to the Convention on Biological Diversity on the need for and modalities of a protocol on biosafety, UNEP, in cooperation with the Secretariat of the Convention, hosted seven regional and subregional consultations between government-designated experts to consider and build consensus on draft international technical guidelines for safety in biotechnology and related capacity-building requirements. A global consultation, hosted in cooperation with the Secretariat of the Convention on Biological Diversity, was held in Cairo from 11 to 14 December 1995, where the International Technical Guidelines for Safety in Biotechnology were adopted. In addition, pursuant to decision II/14 of the second meeting of the Conference of the Parties to the Convention on Biological Diversity, and subject to the availability of funds, UNEP is planning to hold an intergovernmental workshop in January 1997 on related issues.

Recommendation 13. Resources for environmental law and institutions:

> "The share of resources allocated to the environmental law and institutions subprogramme should be restored to the 1992-1993 level. A task force representing different sectors of UNEP should be established to design a programme that coordinates and utilizes all work and related resources on environmental law and institutions within UNEP."

20. This recommendation will not be implemented because of Governing Council decision 17/32, which reduced budget allocations to environmental law. Further reductions were made by the Governing Council at its eighteenth session. Fund-raising efforts have been very successful, however, in obtaining support for specific environmental law activities. While no task force has formally been established, coordination has been effected by the Assistant Executive Director, Division of Environmental Policy, on behalf of ELI/PAC.

Recommendation 14. Capacity-building:

> "Regarding capacity-building, UNEP should focus on (a) providing information services to other organizations and to Governments for use in strategic planning for sustainable development; and (b) providing technical guidance and policy advice for the development of national environmental law and institutions."

21. A number of initiatives have been undertaken to focus capacity-building efforts on both information services for use in strategic planning for sustainable development and technical guidance and policy advice for the development of national environmental law and institutions. These initiatives include:

(a) The restructuring of the UNEP information services to enhance the delivery of relevant information to Governments for use in strategic planning for sustainable development;

(b) The preparation by the UNEP Environment and Economics Unit, through its international working groups, of a publication entitled Environmental Impact Assessment: Issues, Trends and Practice, which provides basic principles for the design of environmental impact assessment guidelines and procedures;

(c) Implementation of the Global Environmental Citizenship initiative as a basis for individual and community action for sustainable development. Its central purpose is to extend the concept of environmental citizenship to include responsibilities for the environment. The initiative aims at empowering individuals, creating local arenas in which they may act, and guiding them towards a willing acknowledgement of the duties involved in the practice of citizenship in the service of the environment;

(d) Production and distribution of the UNEP manual Taking Action: An Environmental Guide for You and Your Community;

(e) Participation by the UNEP Information and Public Affairs Branch in activities like the UNEP Children and Youth Programme, the UNEP Global Youth Forum and the International Children's Conference on the Environment;

(f) Establishment of the UNEP/UNDP joint project on environmental law and institutions in Africa, funded by the Government of the Netherlands;

(g) Establishment by the Regional Office for Asia and the Pacific (ROAP) and ELI/PAC, in collaboration with the National University of Singapore and IUCN, of a regional environmental law information system at the university, to support UNEP capacity-building activities in the region;

(h) Signature and implementation of an agreement of cooperation in the field of environmental law between UNEP and UNU. This agreement underlines cooperation between the two institutions, particularly in the field of environmental legal education and training and mutual participation in each other's activities in legal research, education and information. To date, ELI/PAC has participated in UNU activities in Madrid and Tokyo.

Recommendation 15. Needs assessment for capacity-building:

> "The primary source of assessment of needs should be the UNDP resident representatives, acting in their capacity as UNEP representatives at the country level. Where required, UNEP regional offices should be the link between UNDP resident representatives and UNEP central programmes. UNEP should supply UNDP resident representatives and country representatives of organizations such as the World Bank and United Nations specialized agencies supporting the development and implementation of national plans, with regular information on what UNEP activities could be organized and services provided."

22. This recommendation is being implemented through the agreement signed between UNEP and UNDP, whereby UNDP resident representatives act as UNEP representatives at the country level, a cooperative arrangement that will continue. Furthermore, UNEP regional offices are working closely with UNDP resident representatives.

Recommendation 16. UNEP role in environmental training:

> "UNEP should not develop its own training capacity, but should promote collaboration among a core group of international organizations which have the capacity to organize specialized training programmes. UNEP should provide assistance to these organizations and, in particular, staff support in specialized areas at the request of the implementing organization. UNEP should promote necessary follow-up activities six months to a year after the training, or at some other appropriate interval, and draw lessons from this experience."

23. Training forms an integral part of every UNEP programme and this approach will be maintained, in line with the recommendation. UNEP will continue to collect and disseminate information on training opportunities. One of the methods by which UNEP collects and disseminates information is through the creation and operation of regional environmental training networks, such as the network for environmental training at the tertiary level in Asia and the Pacific (NETTLAP) in the Asia and the Pacific region. Assistance to organizations continues to be provided through the production of training manuals for specific topics (for example, a UNEP training manual on environmental law is currently being finalized). UNEP continues to operate a training-by-attachment programme in environmental law.

Recommendation 17. Strategy for Environmental Information:

> "Apart from national Governments, the major groups to whose needs for environment information UNEP should be responding are those specified in chapters 23 to 32 of Agenda 21. Decisions to continue existing or produce new information material should be based on (a) a demand-driven process, (b) the assessment that no other organization is better placed to produce and distribute the material, and (c) use of the most cost-effective medium, decided on a case-by-case basis and taking into account the capacity of re-disseminators. This strategy should be implemented in close collaboration with the regional offices. UNEP should monitor systematically through its regional offices and focal points whether or not the information material it produces or sponsors is reaching the intended target group, and how effective it is. Based on the results of this monitoring, the present range and number of information activities should be reduced by terminating the least effective activities."

24. UNEP is implementing the recommendation through its regional offices and government focal points, which monitor the extent to which the information is reaching its target groups and its effectiveness. Evaluations and surveys carried out by UNEP are also used to monitor the dissemination and usefulness of information. Implementation of this recommendation is, however, being hampered by the reduced 1996-1997 UNEP budget.

Recommendation 18. Information broker to policy makers:

> "UNEP should design its information services to governmental and business and industry decision makers primarily in the capacity of information broker; these services should facilitate access to existing quality information and format the information to respond to specific questions; these services should not be delivered primarily through hard-copy publications."

25. The integration of the UNEP information services will ensure more efficient access to information access for a variety of users at the country level. Regional office information functions have been enhanced by the deployment of information officers to the regions. UNEP is also extending and enhancing its regional and national connections, which are already geared to Governments, business and industry.

Recommendation 19. Public information material:

> "UNEP should provide public information material designed to be of direct use to journalists and media representatives following the same time-delivery standards and methods of drafting and presentation as news agencies."

26. In an effort to streamline and focus information and education activities, UNEP has identified two priority areas: first, public affairs and information, targeted at mass media and journalists; and, second, Global Environmental Citizenship initiative, targeted at key agents of social change, including parliamentarians, consumers, local authorities, educators, non-governmental organizations, business and industry, religious groups and indigenous people (see recommendation 21 below for an elaboration of efforts under the Global Environmental Citizenship initiative).

27. To extend and develop its association with the international media and, in particular, the environment media, UNEP has undertaken a number of activities:

(a) Participation in and support to the meeting of the Society of Environmental Journalists at the Massachusetts Institute of Technology (MIT), United States of America, in October 1995;

(b) Agreement between UNEP, the Television Trust for the Environment (TVE) and the British Broadcasting Corporation (BBC) to broadcast UNEP documentaries and films on the BBC world news series - the Earth Report;

(c) Familiarization of delegates, non-governmental organizations and media representatives attending the Fourth World Conference on Women in Beijing in September 1995, with the best practices of the UNEP Global 500 women laureates. This was undertaken through a series of films produced in collaboration with TVE, with the aim, inter alia, of highlighting the important role of the media in promoting women as agents of change;

(d) Launch of the new bimonthly newspaper supplement Tierramérica, prepared by the UNEP Regional Office for Latin America and the Caribbean (ROLAC), which was published in newspapers in Chile, Ecuador and Mexico;

(e) Expansion of the UNEP magazine Our Planet to reach more countries in more languages.

Recommendation 20. Outposting of programmes to regional offices:

> "Headquarters units, such as the Environment and Economics and Freshwater Units, with limited staff resources and a programme of work requiring mostly frequent interactions with programmes outside of UNEP, should be outposted to the location of the regional office where the most interactions occur. Programmes such as the biodiversity and dryland ecosystems and desertification control programmes, for which a large part of the data, experience and supporting institutions are available in a region, should be co-located with the UNEP office in the region."

28. This recommendation has been implemented most successfully, although some of the relocated units are not the same as those suggested. Trade and Environment has been outposted to Geneva, while Production and Consumption Patterns is with UNEP/IE in Paris. Environmental Law and Institutions is still located physically at UNEP headquarters, but enhanced regional delivery has been achieved by outposting one legal officer to ROLAC and another to ROAP. Industry officers and information officers have already been placed in relevant regional offices and natural resource officers have been placed in the Regional Office for Africa (ROA), ROLAC and the Regional Office for Europe (ROE). Furthermore, headquarters and regional offices now carry out joint programming, with the regional offices performing follow-up activities and establishing contact in the region on behalf of programmes and according to priorities set by the Ministers of the Environment in their specific geographical area. The outposting of officers to regional offices is also taking place to facilitate frequent interactions and thereby promote quality programme delivery.

Recommendation 21. Support to major groups:

> "UNEP should establish a strategy of collaboration with non-governmental organizations and other organizations representing the major groups aimed at broader involvement of these groups in UNEP's activities and a gradual increase of projects implemented by non-governmental organizations. A coordinator should be designated to follow up the implementation of this strategy in all UNEP programmes."

29. UNEP is implementing a longstanding outreach programme which deals with non-governmental organizations and other major groups in the course of its day-to-day work. As part of this outreach programme, UNEP produced the manual Taking Action: an Environmental Guide for You and Your Community. The manual was developed in close collaboration with non-governmental organizations and other major groups. In 1996, a policy framework was developed for working with non-governmental organizations based upon the collaborative efforts of the Environment Liaison Centre International (ELCI).

30. Building on the strengths of the outreach programme, in 1996 UNEP launched its Global Environmental Citizenship initiative, which has, as its stated goal, involving major groups and civil society in promoting fundamental change in values, attitudes and behaviour towards the

environment. In addition to ongoing cooperation with non-governmental organizations and youth groups, new collaboration has been developed with the Global Legislators Organization for a Balanced Environment (GLOBE), Consumers International and the Women's Environment and Development Organization (WEDO). In the case of WEDO, the partnership will be a key element in to UNEP follow-up to the Beijing Platform for Action.

Recommendation 22. Fund-raising:

> "UNEP should formulate an overall fund-raising strategy for environmental activities and establish a mechanism to implement it. The mechanism should include the provision of advice to all UNEP units as well as other organizations inside and outside the United Nations system on funding opportunities to complement and multiply the impact of the Environment Fund. UNEP should continue to facilitate the procurement of funding by endorsing those projects closely related to its programme of activities."

31. UNEP has formulated a comprehensive fund-raising strategy and has reoriented its clearing-house function within a strengthened resource mobilization unit. In order to increase voluntary contributions to the Environment Fund, countries have been approached directly. A number of countries have, for the first time given assurances to contribute to the Environment Fund, while others have promised to renew their contributions. Simultaneously, efforts are under way to complement the Environment Fund by securing additional counterpart contributions and trust funds and a good measure of success has been achieved to date. In accordance with the fund-raising strategy, a coordinated approach is being followed for project funding to donors, on the basis of a systematic analysis of donors' known priorities.

Recommendation 23. Office of Internal Oversight Services study of the effects of the reorganization of UNEP:

> "Considering the substantial reorganization of UNEP which took place in 1993 and 1994, an independent study should be carried out by the Office of Internal Oversight Services by the end of 1996 to review the effects of this reorganization and assess the management situation in UNEP."

32. This recommendation is to be implemented by OIOS.